



VETERINARY MEDICAL BOARD 2020 – 2024 STRATEGIC PLAN

Adopted:

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Members of the Veterinary Medical Board

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Jessica Sieferman, Executive Officer, Veterinary Medical Board

About the Board

The Veterinary Medical Board (VMB) has been regulating veterinary medicine in the State of California since 1848. The VMB is a governmental agency whose mission is the protection of California consumers and their animals through the regulation of veterinary medicine. The VMB fulfills its mission by developing, maintaining, and enforcing professional standards including licensing veterinarians, registered veterinary technicians (RVTs), veterinary assistant controlled substances permit holders (VACSPs) and veterinary premises.

An eight-member board serves as the decision-making body for the VMB that includes four veterinarians, one RVT and three public members. Additionally, the VMB's Multidisciplinary Advisory Committee (MDC) assists, advises, and make recommendations on various VMB laws and policies. Both the VMB and MDC meet at least four times per calendar year in meetings open to the public. VMB staff handle day-to-day functions of the VMB, that includes consumer outreach, licensing, enforcement, and veterinary premises inspections.

2015-2019 Accomplishments

The Veterinary Medical Board (Board) accomplished the following strategic objectives since the adoption of its 2015-2019 *Strategic Plan*:

- Solved faculty licensing issues by creating a University Veterinarian license.
- Completed a Cost Benefit Analysis RVT Exam
- Resolved faculty licensure issue to enforce minimum standards for licensing applicable to all practice settings.
- Coordinated with the Department of Consumer Affairs (DCA) on creating and monitoring performance measures for licensing cycle times to expedite eligibility and renewals.
- Through legislation, resolved the issue of out-of-state veterinarians by creating exemptions for licensure during disasters in order to provide adequate veterinary care.
- Developed animal shelter regulations to address minimum standards.
- Developed statutory and regulatory authority for veterinarians to perform drug compounding.
- Developed regulation language for large animal practice to establish minimum standards.
- Implemented online applications and renewals.
- Implemented a consumer satisfaction survey to measure the Board's effectiveness.
- Completed, delivered, and testified to the 2015-2016 supplemental Sunset Review Report.
- Encouraged submission of email addresses for all licensees for efficient and timely communication.
- Provided outreach presentations to local associations and schools to inform and educate stakeholders.
- Strengthened the Board's social media presence.

- Improved the quality of premises inspector training.
- Distributed the hospital inspection checklist with the initial premise permits and encouraged self-evaluation on minimum standards.
- Provided workshops for stakeholders on minimum standards for premises.

Strategic Goals

Enforcement

The goal of the Board is to safeguard consumers and the health and safety of their animals by preventing the unlicensed, illegal, incompetent, and unprofessional practice of veterinary medicine.

Licensing and Examinations

The Board ensures consumer protection through appropriate licensing and examination standards.

Customer Service and Administration

The goal of the Board is to ensure that consumers, licensees, schools, and all other stakeholders receive service in a prompt, courteous, accurate, and cost-effective manner.

Legislation and Regulations

The goal of the Board is to monitor and uphold the law and participate in regulatory and legislative processes.

Outreach

The goal of the Board is to inform consumers, licensees, and stakeholders regarding guidelines, statutes, and regulations affecting veterinary medicine.

Inspection Program

The goal of the Board's Inspection Program is to ensure compliance with and understanding of the laws and regulations for Veterinary Premises.

Veterinary Medical Board Mission, Vision, and Values

Mission

To protect consumers and animals by regulating licensees, promoting professional standards, and diligent enforcement of the California Veterinary Medicine Practice Act.

Vision

To be the premier consumer protection agency leading the effort to advance high-quality veterinary medical care.

Values

- Consumer protection
- Integrity
- Professionalism
- Responsiveness
- Transparency
- Efficiency

Goal 1: Enforcement

- 1.1 Streamline the enforcement process to shorten cycle time, expedite consumer protection, and lower costs.
- 1.2 Expand citation authority and increase usage to resolve less egregious violations through non-disciplinary actions.
- 1.3 Increase the utilization of existing tools to combat unlicensed practice.
- 1.4 Analyze effectiveness of current complaint prioritization defined in BPC section 4875.1.
- 1.5 Re-evaluate performance measures of enforcement to improve accountability.

Goal 2: Licensing and Examinations

2.1 Decrease licensure processing times by issuing a license to any candidate who completes the licensure requirements within 4 weeks to increase consumer access to veterinary care and to increase candidate access to licensure.

2.2 Encourage increased applicant/licensee usage of BreEZe to increase process efficiencies.

2.3 Increase the access to veterinary care.

2.4 Educate license applicants and licensees on changes to requirements to licensing/renewals to improve compliance and improve efficiencies.

Goal 3: Customer Service and Administration

3.1 Innovate BreEZe communication of complaint status updates to improve communication with involved parties.

3.2 Redesign Board website to enhance stakeholder communication.

3.3 Improve public access to communication with Board staff.

3.4 Improve staff effectiveness, consistency, and efficiency.

3.5 Improve staff retention, decrease turnover, and increase staff productivity.

Goal 4: Legislation and Regulations

- 4.1 Review and develop statutes and regulations to hold premises registrants liable for violations.
- 4.2 Develop legislation that enhances unlicensed practice penalties to protect consumers and prevent harm to animals.
- 4.3 Pursue protections for veterinary drug compounding at the state and federal level to enable veterinary patients to receive compounded medications in an economical and timely manner.
- 4.4 Pursue consumer protections in telemedicine to ensure the appropriate implementation of telemedicine for animal protection.
- 4.5 Define regulatory oversight to protect against non-veterinarians influencing the practice of veterinary medicine.
- 4.6 Increase statutory license fee caps to maintain the financial stability of the Board.
- 4.7 Examine licensure exemptions in BPC section 4827 (excluding livestock) to protect consumers and their animals from unlicensed practitioners.
- 4.8 Create regulations on how to remove a DEC member to give the Board president the authority, if necessary.
- 4.9 Implement regulations for substance abusing licensees to fully comply with the statutory requirement.
- 4.10 Address false and misleading advertising of specialty and board certification to provide and enhance consumer protection.
- 4.11 Analyze existing statutes and regulations regarding rodeos to identify enhancements and improvements.
- 4.12 Pursue funding for cannabis research in veterinary medicine to protect consumers and their animals.
- 4.13 Update all applications/registrations to reflect statutory/regulatory changes.

Goal 5: Outreach

5.1 Deliver programs (webinars, newsletters, etc.) to local associations to update them on Board actions and programs.

5.2 Increase licensee outreach on regulatory matters, most common problems/complaints, and topics of interest.

5.3 Revamp consumer, licensee, and/or stakeholder satisfaction surveys to identify areas for customer service improvement.

5.4 Strengthen the Board's social media presence to provide convenient, timely, and accessible information.

5.5 Collaborate with AAVSB and other national organizations to provide better balance of presentations and better inform all veterinary regulatory boards on current/emergency issues.

5.6 Establish student liaisons to the Board to increase communication with future licensees and include their perspective.

Goal 6: Inspection Program

6.1 Promote the Veterinary Premises Self-Evaluation Checklist by collaborating with professional/affiliated organizations to disseminate the checklist and manual to all veterinary premises.

6.2 Evaluate the feasibility of the 20% annual inspections mandate.

6.3 Streamline the inspection process.

6.4 Design minimum standards attestation for new premises to improve awareness and ensure compliance.

6.5 Obtain and retain capable and proficient inspectors.

6.6 Improve inspection program effectiveness.

Strategic Planning Process

To understand the environment in which the Board operates and identify factors that could impact the Board's success, the California Department of Consumer Affairs' SOLID Planning (SOLID) conducted an environmental scan of the internal and external environments by collecting information through the following methods:

- Interviews conducted with all members of the Board and the Executive Officer, completed during the months of August through September 2019, to assess the challenges and opportunities the Board is currently facing or will face in the upcoming years.
- An online survey was sent to staff in August, closing on September 10, 2019, followed by separate employee and management focus groups on September 20th. In the survey and during the focus groups, employees and management provided anonymous input regarding the challenges and opportunities the Board is currently facing or will face in the upcoming years.
- An online survey was sent to Board stakeholders in August and closed in September 2019. The survey's purpose was to identify the strengths and weaknesses of the Board from an external perspective. A total of 1,066 stakeholders completed the survey.

The most significant themes and trends identified from the environmental scan were discussed by the Board's executive team during a strategic planning session facilitated by SOLID on October 11, 2019. This information guided the Board in the review of its mission, vision, and values, while directing the strategic goals and objectives outlined in this 2020 - 2024 strategic plan.



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This strategic plan is based on stakeholder information and discussions facilitated by SOLID for the Veterinary Medical Board in August through October of 2019. Subsequent amendments may have been made after Board adoption of this plan.